



DEPARTMENT OF THE ARMY
UNITED STATES ARMY JAPAN
UNIT 45005
APO AREA PACIFIC 96343-5005

APAJ-RM-C

28 August 2018

COMMAND POLICY MEMORANDUM 18-15

FOR SEE DISTRIBUTION

SUBJECT: Periodic Manpower Studies of Local National (LN) Positions

1. REFERENCES:

- a. U.S. Pacific Command (USPACOM) Instruction 0201.1, Personnel Administration for U.S. Forces Foreign National (FN) Employees in USPACOM Foreign Areas, 24 August 2005.
- b. U.S. Army Audit Agency Audit Report A-2017-0035-FMP, 15 February 2017.
- c. Army Regulation (AR) 570-4, Manpower Management, 8 February 2006.
- d. United States Forces Japan (USFJ) Instruction 38-3, 1 January 2003.
- e. United States Army Japan (USARJ) Pamphlet 690-1, Supervisor's Handbook.
- f. Guidelines for Obtaining Manpower Single-Point Study Validation/Approval, 19 March 2015

2. PURPOSE. This command policy establishes procedural guidance for conducting a periodic Manpower Study every five years to identify, evaluate, and prioritize workload requirements unique to Japan as well as developing standards, benchmarks, and metrics necessary to accomplish mission responsibilities in Japan. The study's five year period will coincide with the Host Nation Special Measures Agreement (SMA).

3. APPLICABILITY. This policy applies to USARJ, staff directorates, subordinate commands, other units, and activities utilizing LN positions and operating within the USARJ area of responsibility for which USARJ is the Executive Agent.

4. POLICY. All commands and activities with LN positions that fall within the scope mentioned in the applicability will be subject to a periodic Manpower Study.

- a. An initial Manpower Study will be conducted to provide the baseline for workload requirement and LN positions of each command and activity. Workload and staffing levels will be reviewed to ensure that LN positions are effectively utilized and used in

accordance with the authorized and approved mission. Commanders and supervisors will cooperate, and provide necessary assistance in completing manpower studies to ensure we are good stewards of the workforce the Government of Japan (GOJ) provides.

b. The workload and manpower analysis method described by U.S. Army Manpower Analysis Agency (USAMAA) will be used to conduct this study.

c. Result of findings from the Manpower Study will be briefed to the activity and any written reclama will be considered before the result of the study is finalized. Efficiencies identified as a result of the Manpower Study may be reallocated to an approved unfunded requirement within the command and activity based on the findings and recommendations. Any residual available GOJ funded positions and spaces will be moved to the Commanding General (CG) withhold to fund CG approved unfunded requirements submitted and identified during the USARJ Deputy Commander's Board of Directors (DC BOD) meeting.

5. PROCEDURES.

General. Commands and activities will be notified at least 30 days prior to the scheduled Manpower Study. Commands and activities with Manpower Offices (78th Signal Battalion (78th Signal BN), 403rd Logistics Readiness Center (LRC)–Honshu, Japan Engineer District (JED), and United States Army Garrison Japan (USAG Japan)), upon receipt of notice, will perform their own study and submit results to USARJ G8, Cost Sharing Division (CSD), Manpower Branch for final validation.

6. RESPONSIBILITIES.

a. USARJ G8, CSD, Manpower Branch will --

(1) Conduct manpower studies and/or review results of manpower studies and validate results.

(2) Notify commands and activities of the periodic Manpower Study on their organization at least 30 days prior to required commencement of study.

(3) Provide training and advice to the notified command and activity on how to prepare a Baseline Submission Package (BSP).

(4) Coordinate with command and activity to conduct on-site data collection and interviews.

(5) Brief the command and activity of the Manpower study's findings and recommendations.

(6) Prior to finalizing the study, coordinate with G1, Civilian Personnel Division (CPD), Foreign Labor Office (FLO) on possible impact on encumbered positions.

(7) Finalize Manpower Study, and prepare documents and obtain approval from the USARJ DC for implementation of Manpower Study result recommendations.

b. All commands and activities (except 78th Signal BN, 403rd LRC--Honshu, JED, and USAG Japan) will --

(1) Provide a Manpower Study POC once notified of the scheduled Manpower Study to be conducted on their organization.

(2) Coordinate with USARJ G8, CSD, Manpower POC to receive the BSP training.

(3) Prepare and complete the BSP. Time to complete the BSP will be dependent on the size of the command and activity and will be coordinated at the time of BSP training.

(4) Coordinate with USARJ G8, CSD, Manpower POC for on-site data collection and interview.

(5) Submit written reclama as necessary prior to finalization of the Manpower Study.

c. Command and activity with a Manpower Office will be responsible for the training of BSP, data collection, findings and recommendation, and submission of the final results to USARJ G8, CSD, Manpower Branch for final validation. Coordination on timeline, process, and procedures will be made with USARJ G8 CSD, Manpower Branch.

7. The point of contact for this policy memo is Chief, USARJ G8 CSD at 263-4015.


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